

National Aeronautics and Space Administration
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Goddard Space Flight Center

Diversity Council

2004 Annual Report

Workplace Vision: Goddard employees respect, appreciate, and value individual differences so that we can capitalize on the strengths of a diverse workforce to better perform our mission through teamwork and innovation.

Message from the Chair

2004 was a year of big changes for the Goddard Space Flight Center. Ed Weiler became our Director, and I was privileged to be named the Deputy Director of the Center. With that job came the responsibility of serving as the Center's champion for diversity and the Chair of the Diversity Council. While I take great pride in the incredible technical accomplishments of Goddard, I am equally proud of our progress in creating an inclusive workplace that values the contributions of every employee. There were also changes in the makeup of the Diversity Council but the commitment toward sustaining a culture of inclusiveness continued. Being the Center's diversity champion is enormously gratifying and I've had the opportunity to take part in a variety of Diversity Council sponsored activities, many of which are described in this Annual Report.

We are guided by a Diversity Strategic Plan, which calls for developing every employee to reach his or her maximum potential. Our goal is to be recognized throughout NASA, and throughout the Federal Government, as an Employer of Choice, a place where every employee is appreciated for the skills and talents he or she brings to the job. At its core, the value we place on diversity is a simple, business decision. A workforce where every employee is fully engaged is a workforce that is running at maximum efficiency. By looking at our critical business processes through the diversity lens, and by leveraging our differences, and our varying points of view we allow the very best ideas and most creative solutions to come forth to meet the challenges that face us and to ensure mission success.

This report highlights programs and activities from 2004, such as the outstanding Diversity Dialogue Project (DDP). This program has enjoyed tremendous success, with dialogue participants overwhelmingly positive about the results. As a result of the very positive feedback, we expanded the DDP to include a pilot program just for supervisors and another session that brings Greenbelt and Wallops employees together.

Other examples of the many outstanding programs sponsored by the Diversity Council include the Goddard Opportunity Bulletin Board System (GOBBS), Quality of Work Life programs, Can We Talk sessions with the Center Director, and of course, Celebrate Goddard, which has become a much anticipated annual event.

Goddard employees rank among the highest in the Federal Government in their commitment to excellence and the mission of NASA. We believe that a workforce that values and promotes diversity, that fully uses the talents of each and every employee, is a workforce destined to do incredible things. That is the kind of place we want Goddard to be, and I believe each year we move a step closer toward that goal.

I am incredibly proud of the work of the Diversity Council and all the employees who support these programs. I think you will agree that this report describes an impressive array of programs, which demonstrates our commitment to diversity and our genuine desire to work towards an inclusive workplace.

We invite your feedback on this report, and on all of our diversity efforts. I also invite you to visit our redesigned diversity Website at <http://diversity.gsfc.nasa.gov/>. I look forward to your comments and ideas, and working with you as together we seek to capitalize on the talents of Goddard's diverse workforce.


Christopher J. Scolese
Deputy Director

Diversity includes a number of important human characteristics that affect an individual's values and opportunities and perceptions of self and others at work. These primary characteristics include, but are not limited to age, ethnicity, gender, ability, race, and sexual orientation. They also include secondary characteristics such as: geographic location, military experience, work experience, income, religion, first language, organizational role and level, communication style, family status, work style, and education.

Adapted from "Implementing Diversity" by Marilyn Loden

INTRODUCTION

The year 2004 continued as another exciting year for the Diversity Council. We saw changes in the Diversity Champion as the senior leadership of Goddard changed hands. With the departure of Deputy Director Bill Townsend and the arrival of new Deputy Director Christopher Scolese in August, the Council continued with its initiatives and saw some come to fruition, continued with others and started new ones. The Office of Chief Counsel and the Integrated Verification and Validation (IV&V) facility in West Virginia were added to the Council's membership in line with its inclusive practice. Code 150 formed an internal Diversity Council, and the Wallops Flight Facility (WFF) began discussion on forming a WFF-wide Diversity Council.

In our strategic approach to institutionalize diversity, and achieve our Workplace Vision, the 3-year Goddard Diversity Strategic Plan continued to be implemented to aid us in moving along the Equity Continuum, by Trevor Wilson, Inc. (TWI) (see Appendix A).

PRIORTIES AND ACCOMPLISHMENTS FOR 2004

Diversity Strategic Plan -- The 3-year Diversity Strategic Plan continues to be a positive step towards achieving improved communications and common understanding among employees. The three key diversity strategies identified are **(1) to develop employees to their maximum potential, (2) create an inclusive environment/culture, and (3) to work towards being an Employer of Choice**. A subcommittee began review of the Plan to ensure the validity. All directorates provided a report on their progress towards the objectives through (1) demonstrating how they take advantage of the diversity within their directorates, (2) explaining what they are doing to promote an inclusive environment, (3) describing Best Practices which other directorates learn from, and (4) detailing what is actually being done to demonstrate progress and how successful the directorates are at doing so.

Diversity Dialogue Project (DDP) --- Phases F and G of an innovative facilitated dialogue program to increase employees understanding of diversity issues was completed. Goddard employees continued to facilitate the DDP, with three additional volunteers currently in training, joining the current four. In October, the DDP facilitators received the Goddard Award of Excellence in Diversity Enhancement. With the growth of the DDP, a DDP coordinator was detailed in June. Approximately 20% of the Goddard workforce has participated since the DDP began in 2001. In addition:

- The Diversity Council also held a diversity dialogue in February, during one of its monthly meetings.
- A pilot DDP session for supervisors only began in July, completed in December, and will continue as a regular feature.
- A pilot cross-GB/WFF group was convened in Easton beginning in July.
- Mr. Scolese began participating in the dialogues on diversity, receiving positive feedback from the participants.
- Initiated process to conduct an intact DDP workgroup for the leadership of the Office of Human Resources, which was held in February 2005.

Supervisors training on diversity – Supervisors continued to be provided ½ day diversity briefings by Trevor Wilson, Inc. (TWI) as part of “Round 2” of supervisory awareness around diversity in March. These briefings are primarily focused on providing and implementing a management model for understanding and working with diversity, and was provided to both the Goddard’s Executive Council and Diversity Council. The purpose is to:

- To increase overall awareness and scope of diversity as a business issue
- To understand the benefits and importance of addressing diversity and inclusion at NASA
- To identify how to disrupt the mechanics of discrimination

Approximately 85% of supervisors/ managers participated in the briefings, in addition to over a hundred non-supervisory employees. Development of “Round 3” for continued supervisors’ diversity learning to include skill-based competencies around diversity began. In addition, EO and ADR training were provided through the EO Programs Office and the ADR Program Office, respectively.

Goddard Opportunities Bulletin Board (GOBBS) – The pilot program was implemented in FY 04 after development in 2003. GOBBS enables managers and supervisors to advertise special opportunities to employees. It promotes and increases diversity in selections for high profile projects by broadening the pool of talented candidates and opportunities available to employees. Over 200 candidates applied for opportunities ranging from Goddard Day volunteers to year-long details. Over 75% of the selected candidates were from areas *other* than the organization that posted the opportunity. Visit the GOBBS website at <http://gobbs.gsfc.nasa.gov/> to view opportunities.

Gay, Lesbian, Bisexual, Transgender Advisory Committee (GLBT AC): Goddard continued to demonstrate its progress in this arena by its education and awareness programs on the subject of GLBT. The GLBT AC was chartered and aligned to the Diversity Council in July (a FedGLOBE chapter was also chartered as a GEWA club). The first center-wide recognition of National Gay and Lesbian Pride Month occurred with the announcement of the month on the electronic gate signs.

Quality of Work Life (QWL) Program – With the results of the QWL needs assessment study evaluating employees’ needs with respect to balancing work and family life against how the Center currently supports employees in meeting their needs, a 2nd QWL Expo was planned and implemented in May. The Expo provided an opportunity to showcase the various QWL activities and services available on Center. A mini-QWL Expo was held at the IV&V facility in June. In addition, WorkLife4You, a comprehensive resource and referral program, at no cost to employees, introduced in 2003, continued to help employees manage important events in their lives while meeting the demands of work (<http://www.WorkLife4You.com>). Additionally, policies dealing with flexible workplace and telework, were released in 2004 with increased participation in Alternative Work Schedule and Telework Opportunities.

Mentoring Programs – The Center-wide Mentoring program is continuing as a tool to help us achieve the full utilization of our workforce. Other directorates such as the Applied Engineering and Technology Directorate (AETD) and the Flight Programs and Project (FPP) Directorate continued with directorate-specific mentoring initiatives. In addition, programs such as the Leadership Alchemy Program (LAP), the Accelerated Leadership Program (ALP), and Project Management Development Enterprise (PMDE) are programs that provide employees the work experiences, training, guidance, and direction necessary to assume key positions on the Center.

Communications – Employees are kept abreast of the Center’s diversity initiatives and activities through periodic articles in Goddard News, through mention during the All Hands, through their directorate representative on the Diversity Council, through the diversity Website and through the Diversity Council’s Annual Report. In addition, re-design of the diversity website began as a means for enhanced communications. An introduction of the new Diversity Champion was presented in Goddard News in December through a two-part interview.

Can We Talk: The monthly event originated in the spirit of NASA's commitment to enhance communications. Can We Talk sessions began in February 2004, and alternated between then-Center Director Al Diaz and then-Deputy Director Bill Townsend. Dr. Weiler continued the tradition of hosting monthly sessions in which senior management (Dr. Weiler, Associate Director Krista Paquin, and other senior managers as appropriate) meet with employees to discuss any issues or concerns on Center, and to respond to these concerns. In addition, Mr. Scolese

held a Can We Talk session at WFF in October and plans to hold them on a quarterly basis at Goddard's off-site facilities.

Diversity Awareness Programs/workshop – Diversity courses were available to employees who wanted to expand their knowledge of diversity. These included:

- Diversity workshops: One such course was “Engaging the Generations” presented in February.
- Agency-wide diversity briefings: One-day Diversity in the Workplace briefings were conducted in March to approximately 200 employees. This is the first in a series of Agency-wide initiatives to raise diversity education and awareness, and to more accurately pinpoint where the more serious diversity challenges lie. The briefings were designed to provide a practical understanding of the NASA Business Case for Diversity and the inter-related yet distinct concepts of EO, Affirmative Action and Diversity, and emphasize leveraging diversity to support our science and space exploration mission goals.
- WFF Diversity Training: The Special Assistant for Diversity traveled to WFF to provide briefings on diversity to senior management and staff in March.
- Workshop on Muslims in the Workplace: A workshop entitled “Sensitivity and Diversity Training: Understanding Islam and the Muslims”, was offered to the workforce in July. It consisted of three parts: the first explored the Islamic faith, basic beliefs, principles, and the five pillars of faith; the second explored Islamic values, similar beliefs with other faiths, demographics of Muslims in America, and myths and stereotypes about Islam and Muslims; and the third explored Title VII (which prohibits employment discrimination), common excuses for disregarding Title VII, and workplace sensitivity. Workplace sensitivity covered considerations for Muslim employees with regard to prayer, pilgrimage, holidays, appearance, gender relations, eye contact, the Quran and other literature.
- Women of Wallops/Federal Women's Program Brown bag luncheon: Deputy Director and Diversity Champion Chris Scolese visited WFF in October to discuss “Leveraging Diversity for Best Performance”.
- Diversity videos: These are made available in the Learning Library to employees for review.

Additional courses are being developed and we will continue to evaluate various resources to help educate employees on the importance of respect, opportunity and inclusion.

Measurement Tools – The Equity Assessment, a tool for assessing employees' views of progress against the Diversity Strategic Plan, continued on hold pending assessment and resulting action plans from the Goddard Culture Survey.

- Culture Survey: The Council reviewed the results of the Culture Survey from a diversity perspective and developed Next Steps that identified areas that needed attention. One such example was the concerns of the clerical workforce. Throughout the years, a variety of surveys and studies have been done but the Council took on the integration of the various studies and reports to determine how to best move forward to resolve the concerns.
- Work Team Diversity metrics --- This metric strives to understand the level of diversity on the Center's work teams, sensitizing team leaders to take responsibility for ensuring diversity on their work teams. Ultimately, expanded participation in work teams will demonstrate the validity of the Business Case for diversity. Collection of data is still on hold pending evaluation of GOBBS for its usage and effectiveness.

Management Retreats -- The Diversity Council planned its two-day Annual Retreat for January 2004 with Marilyn Loden. Ms. Loden returned to Goddard after facilitating the first Diversity Council Retreat in early 2000. The Retreat is a way for Council members to continue the learning by hearing different and varying perspectives on diversity, helping broaden their perspectives, exploring the spectrum of diversity and validating our progress. This Retreat will be a way for the Council to review accomplishments, determine effectiveness and progress towards the Center's diversity strategy, and develop an action plan to focus on the most significant diversity-related things for the near future. In addition, Code 500 (AETD) held its Diversity Council Retreat in March. In returning Ms. Loden to Goddard, the Center also plans to return Trevor Wilson in 2005 – Mr. Wilson facilitated the Fall 2000 Retreat.

Goddard Diversity Action Team (GDAT) – This grassroots, all-volunteer employee group organized in 2003, with strong support from all levels of management, continued to plan activities throughout the year to support the Diversity Council in strengthening the understanding of and appreciation for diversity as a critical component of Goddard's mission success, through events, activities, contests, and dialogues, such as Celebrate Goddard, Diversity drama days, and Movie Days. GDAT holds an annual Retreat to develop their Action Plan and provided logistical support for the various diversity events on Center. In October, GDAT received the Goddard Award of Excellence in Diversity Enhancement, and the team leader received an individual Award of Excellence in Diversity Enhancement.

Celebrate Goddard (CG)/Celebrate Wallops Day – Another highly successful CG events was held in July 2004 at the Greenbelt facility to celebrate the accomplishments of Goddard's diverse workforce and showcase the diversity within each organization. GDAT organized directorate exhibits, entertainment, food, Arts and Crafts exhibits, an educational component, and the Directorate Open Mic/Karaoke competition where directorates creatively demonstrated their diversity success stories. In addition, Celebrate Wallops Day was also held at the Wallops Flight Facility in October 2004, as part of American Heritage week activities. These events provided employees the opportunity to learn about diversity at Goddard, not only within the directorates but also within the various clubs and activities that are on-going, and how everyone contributes to the success of Goddard. Celebrate Goddard activities included:

- **Day 1 -- GEWA Clubs and Contractors Exhibit on the Mall:** Contractors and GEWA clubs showcased the diversity of Goddard through their booth exhibits on the mall. Craft and food vendors added to the celebration and recognition of what it takes to accomplish the mission.
- **Day 2 -- Drama Presentation:** A live performance entitled "People Like Us", a dynamic and interactive performance that depicted real-life diversity challenges people face on a daily basis that impact the workplace, community and family. It explored issues and offered an opportunity to explore divergent points of view that lead to greater clarification and resolution of issues presented around differences (such as matrixed and non-matrixed employees, generational differences, new and experienced employees and skill code hierarchy). After the performance, a facilitated discussion occurred to examine the main themes and concept of diversity within each scene.
- **Day 3 -- Exhibit on the Mall/Keynote Speaker/Karaoke for Diversity/Goddard Diversity Trivia Bee:** Directorates exhibited to showcase the diversity of Goddard. Goddard employees entertained attendees by showcasing their talents in music, dancing, martial arts and a variety of other events. Craft and food vendors added to the celebration and recognition of what it takes to accomplish the mission. Keynote speaker, Dr. Samuel Betances examined how diversity initiatives seek to promote a wiser use of resources by strengthening the human factor in modern organizations. The ever popular and entertaining Karaoke for Diversity was the culminating event with Code 150, the Office of the Chief Financial Office, the declared winner. John Dalton successfully defended Code 600's (Space Science Directorate) title of Goddard Trivia Bee champion.

Directorate-specific diversity activities – Directorates reported on activities that are on-going in support of diversity, and many implemented or expanded current activities. Directorates began reporting on topics from a Center perspective. In addition to discussions by topics, at the end of the year, the directorates provided a single report on those items that deal with diversity rather than emphasizing EEO representational data. These reports included initiatives to move the Center forward, and highlighted what is being done to provide opportunities for employees to utilize their talents to their fullest extent. The reports focus on: (1) progress towards the Center's diversity strategy, including areas for improvement and accomplishments, (2) any associated activities not mentioned, and (3) plans for the next year. See Appendix B for directorate summary reports.

Supporting HQ and the agency in the development of a diversity strategy – The Special Assistant for Diversity began a detail with the Office of Diversity and Equal Opportunity in March concurrent with the responsibilities at Goddard. HQ is modeling the diversity efforts at Goddard for use around the agency. The development of the Diversity Strategic Implementation Plan (DSIP) and the Functional Leadership Plan (FLP) were key efforts supported to assist the agency in its development of a diversity strategy. In addition, several events were supported on behalf of HQ including the Diversity and EO Officers meeting at JPL in March, the monthly White

House Initiative on Asian Americans and Pacific Islanders Coordinating Committee meeting, the annual FAPAC pre-conference Forum in May, the NASA Diversity and EO Board in November, and the National Coalition for Equity in Public Service annual Diversity Summit in April.

Collaborations with other entities: Several outside entities visited Goddard or were provided interviews on Goddard programs and/or Best Practices. These included a subteam of the Council for Excellence in Government on Best Practices in Government in January, USDA benchmarking best practices for diversity efforts in March, Centers for Disease Control and Prevention's National Institute for Occupational Safety and Health (CDC/NIOSH) in April, and the MCI Worldwide diversity office in August. In addition, presentations on diversity at Goddard were presented to various entities such as the Northeast Human Resources Association (NEHRA) Conference in March, a Diversity Briefing to the SES Leadership Program in May, and the NASA Administrator's Fellowship Program (NAFP)/Harriet G. Jenkins Pre-doctoral Fellowship Program (JFPF) Joint MEGA Symposium in July 2004. Development of a Federal Diversity Summit for departments/agencies with diversity programs similar to Goddard's model began with plans to implement in 2005.

In integrating diversity into our every day activities, the Special Assistant provided and will continue to support activities such as the MD-715 efforts, the Center's Standing Awards Committee, ALP Advisory Committee, Leadership and Management Development efforts, and implementation of the Class Action Settlement activities.

All in all, it has been a busy year, and we look forward to continuing our projects and programs.

PLAN FOR 2005

While many accomplishments were realized in 2004, the Council will continue to focus on institutionalizing diversity. In addition to the strategies, goals and objectives outlined in the 3-year Diversity Strategic Plan to achieve a Level 3 on the Equity Continuum, the Diversity Council will continue to focus on the following in 2005:

- Diversity Dialogue Project – increase participation by 10% from previous year of all Center employees by the end of 2005
- Implement Round 3 of diversity learning for supervisors
- Conduct Forum on religious diversity at Greenbelt
- Expand GDAT activities to outreach to, and engage employees
- Validate/re-issue 3-year Diversity Plan as appropriate
- TWI's Equity Assessment to be implemented for a subset of employees
- Improve integration of Directorate Diversity Councils into Center's diversity activities

2004 MEMBERS OF THE DIVERSITY COUNCIL

Name	Title	Code
Christopher J. Scolese ¹	Deputy Center Director	100
Sharon Wong	Special Assistant for Diversity	100
Thomas Paprocki ²	Acting Director, Office of Human Resources	110
Dillard Menchan ²	Chief, Equal Opportunity Program Office	120
Mark Hess	Chief, Public Affairs Office, Code 100 Representative	130
Dee Kerr	Associate Chief Counsel, Office of Chief Counsel	140
Jon Wolz	Director, Regional Finance Office	150
Donna Ozburn	Diversity Program Manager, Special Assistant to the Director, IV&V	180
Valorie Burr	Associate Director for Acquisitions, Management Operations Directorate	200
Abby Harper	Deputy Director, Office of Systems Safety and Mission Assurance	300
George Morrow ¹	Deputy Director, Flight Programs and Projects Directorate	400
Bruce Butterworth	Associate Director, Applied Engineering and Technology Directorate (AETD)	500
Craig Purdy	Deputy Director, Suborbital and Special Orbital Projects Directorate	800
Dot Zukor ¹	Deputy Director, Solar System Exploration Division, Space and Exploration Directorate	600
Liz Matzinger	Acting Chair, GLBT Advisory Committee	542
Nate James	Chair, African American Advisory Committee (AAAC)	633
Parminder Ghuman ²	Chair, Advisory Committee on Asian and Pacific Americans Employees (ACAPAE)	407
Amri Hernandez-Pellerano ²	Chair, Hispanic Advisory Committee for Employees (HACE)	563
Mary Dant ²	Chair, People with Disabilities Advisory Committee (PWDAC)	603
Donya Douglas	Chair, Women's Advisory Committee (WAC)	495
Barbara Justis	Chair, Wallops Equal Opportunity Advisory Committee for Minorities and People with Disabilities	870
Lenny Kayton	Steward, WAMTC	227.3
William Mast	Wallops AFGE Local 2755	598.W
Walter Flournoy	Vice President, GESTA	585

¹ During 2004, these individuals became members of the Diversity Council due to retirements, promotions, resignations, reassignments, or term of office expired.

- 100/William F. Townsend resigned in 2004 and was replaced by Christopher J. Scolese
- 400/Krista Paquin was promoted to Associate Director and was replaced by George Morrow
- 600/John Dalton was replaced by Dot Zukor due to merger of Codes 600/900

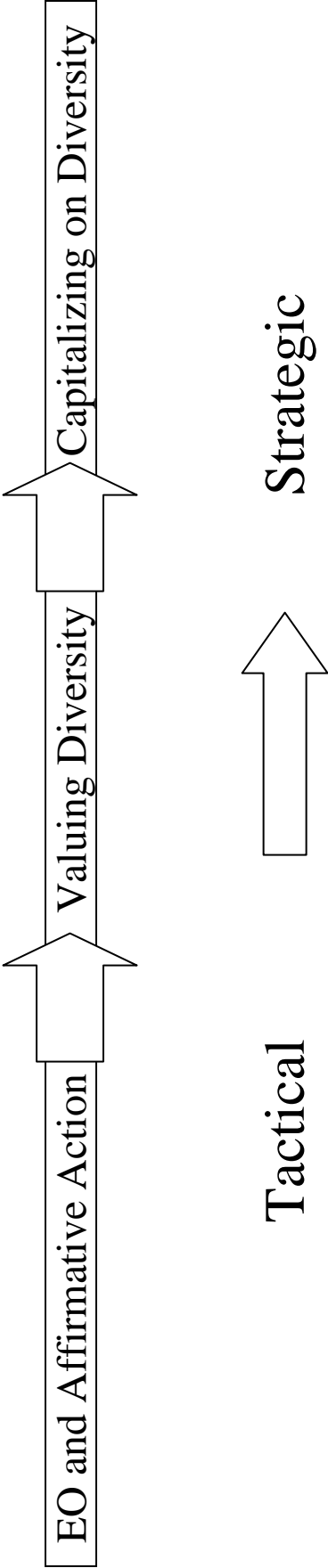
² As of the writing of this report, these members have been replaced due to promotions, reassignments, or term of office expired.

- 110/Thomas Paprocki delegated to the Deputy, Sandy Buffalano
- 120/Dillard Menchan was replaced by Lori Simmons
- Parminder Ghuman was replaced by Umesh Patel
- Amri Hernandez-Pellerano was replaced by Pilar Joy
- Mary Dant was replaced by Cheryl Jones

APPENDIX A

The Equity Continuum*
(how organizations deal with issues of fairness and equity)

Level 1	Level II	Level III	Level IV	Level V
Compliance	Beyond Compliance	The Business Case	Integrated Diversity	Global Employer of Choice



* The Equity Continuum is based on a model in Trevor Wilson’s Book, *Diversity at Work*. Trevor Wilson visited the Center in May 2000 as part of the Director’s Colloquia Series. He was invited back to facilitate the Diversity Council Retreat in November 2000 after which the Diversity Council adopted his model of the Equity Continuum. The Center continues to work with Trevor towards its goal of achieving a Level III in three years.

The Equity Continuum

Level I Compliance	Level II Moving Beyond Compliance	Level III The Business Case	Level IV Integrated Diversity	Level V Global Employer of Choice
<ul style="list-style-type: none"> • Reactive Approach • Avoid Negative Consequences of non-compliance • External pressures to implement 	<ul style="list-style-type: none"> • Beyond representation • Do the “right thing” for disadvantaged groups • Enhance public image • Isolated diversity initiatives on high visibility programs or actions • Appointment of minorities/women to high visibility positions • No integration into broader aspects of HR management and organizational culture 	<ul style="list-style-type: none"> • Recognition that managing diversity can yield positive business benefits • Moving in a direction to attract and retain the best, diversified workforce • Identifying barriers to diversity and developing HR strategies that encourage and support a diverse workforce • Benchmark and adopt best practices 	<ul style="list-style-type: none"> • Internalized diversity as an integral part of the organizational culture - i.e., diversity is a value • No longer debate the value of diversity • Diversity is embedded in the culture, its programs, and products - as a result products and services are more relevant to a wide range of stakeholders • Commitment to organization mission • Commitment to merit • Continually breaking down barriers • Experiencing the financial and non-financial benefits of diversity • Viewed as an “Employer of Choice” 	<ul style="list-style-type: none"> • Foster diversity beyond the organizations own boundaries • Diversity is an organizational, community, national and global imperative • Diversity is a core value • Industry leader - benchmark for others • Merit-based OHR practices • Anticipate and eliminate emerging barriers • Experience financial and non-financial benefits • Recognize the needs of diverse stakeholders and expect affiliates to embrace diversity and merit principles • Are committed to long term, far reaching impact on their organization and the global community

APPENDIX B

Directorate Annual summaries

Code 110 Office of Human Resources

Accomplishments for 2004

- Communications Outreach
 - Brown Bag lunches
 - Monthly All Hands
 - HR Director visits to staff meetings
 - Office & Directorate Staff Meetings
 - Lunch & Movie Get-Togethers
 - Quarterly Social Gatherings
- Awards & Recognition
 - Annual PEER Awards Ceremony & Picnic
 - Internal OHR Awards: ONE HR, Outstanding Teamwork, Rookie of the Year, Navigator Award, Superior Customer Service, Process Improvement
- Increased Opportunities for OHR Employees
 - Increased membership on Center/Agency Teams
 - Participants in GLES
 - Participants in Leadership Training including Agency LDP
- 8 employees participating in Center Mentoring Program – both mentors & mentees
- Increased Participation in Alternative Work Schedule Opportunities
 - More people working variable schedules and teleworking
- Established two New Offices to improve service delivery
 - Provided opportunities for two new office chief positions
 - Both office chief positions were internal selections
- Supervisors engaged in intact Diversity Dialogue Group
- Used “Good News” Internal website to share information with OHR employees (family and work related)
- Included discussion of different cultures’ celebration at our December Holiday Party

Plans for 2005

- Fully staff directorate liaison positions
- Create Master OHR Calendar to inform all employees of meeting schedules/telecons/ongoing activities
- Hold creative group meetings to discuss Center & OHR work
- Look for detail opportunities for all interested employees
- Revive OHR diversity team
- Continue to enhance communications – look for new ways to encourage upward/downward communications
- Participate in first wave of culture survey activities and follow up with employees

Code 140 Office of the Chief Counsel

Accomplishments for 2004

- OCC joined the Center's Diversity Council in August 2004
- OCC provided legal support to Center Diversity Council and Special Assistant for Diversity
- Good representation by OCC and the Office of Patent Counsel (OPC) personnel in the Diversity Dialogue Project (DDP) sessions during the past year
- All supervisors attended the TWI Briefings.
- Employee participating in the Undergraduate Studies program.
- Employees participated in Center and OPM leadership development coursework
- Two stay in school student were hired from local universities
- OPC provided detail opportunity to PWD employee
- Hosted table for Celebrate Goddard Day
- Participated in Community Day
- Participated on GDAT
- Participated in QWL and advisory committees
- Participated in Center Mentoring Program

Plans for 2005

- Continue to recruit and/or look for detail opportunities for diverse staffing of OCC/OPC
- Will host law clerk (PWD) from Harvard University for the summer
- Will offer law clerk opportunities to students from local schools in Fall 2005
- Continue to hire stay in school students from local universities
- Continue participation in the DDP sessions.
- Continue 100% participation in Diversity training sessions for supervisors.
- Will incorporate discussion about diversity in the workplace during Summer retreat for OCC and OPC.
- Participate in Celebrate Goddard activities.
- Participate in GDAT
- Continue to support QWL and participate in secretarial study stemming from results of Culture Survey
- Continue to participate in and provide legal support for advisory committees
- Continue to provide legal support to DC and Special Assistant for Diversity

Code 150 Office of the Chief Financial Officer

Accomplishments for 2004

- The office undertook a culture change initiative during the year that included surveying staff members, meeting with managers and staff to go over the survey results and to discuss next actions. Actions are underway to address topics including leadership, communication, structure, training, reward, recognition.
- Good participation/representation by the Office of the Chief Financial Officer in the DDP.
- DCFO/Finance Officer continued to serve on the Center's Diversity Council, and communicates activities to the CFO Leadership Team and to the staff members.
- Employees currently participate in the Graduate Studies Program and the Undergraduate Studies program.
- Participated in the Goddard Day Celebration by staffing a booth on the mall. Won first place in the Karaoke Competition.
- Performed a review of the journey level position for accountants in the Regional Finance Office that resulted in the top level being increased from a GS 12 to a GS 13 level
- Employees maintain their CPA or Certified Government Financial Manager's Certificates by attending necessary Accounting or Financial Management Training, including the Association of Government Accountants Professional Development Conference and the Department of the Treasury's Year End Closing Seminar.
- A summer college student majoring in Accounting was recruited and hired to serve as a COOP student from Howard University.
- A stay in school student was hired from Eleanor Roosevelt High School.
- A manager completed participation in the Council for Excellence in Government Leadership Program.
- Managers and staff received training on the Flexible Work Schedule and employees began taking advantage of this new work schedule.
- Established and began implementing a Code 150 Diversity Council. Began to develop a charter and made plans for what we would do in 2005.
- Held first annual OCFO picnic that was well attended.
- An All Hands Meeting was held to inform and train CFO supervisors and employees on the new Flexible Work Schedule and Telework opportunities.
- Quarterly Cultural staff meetings were scheduled to increase cultural awareness and to keep all CFO employees informed of upcoming events, awards, personnel changes.
- An All Hands Meeting was held to relay Cultural Assessment Feedback and the CFO cultural environment. Several exercises were completed with all CFO employees in attendance and with representatives from the Office of Human Resources.

Plans for 2005

- Continue to recruit and be cognizant of the Code's diversity goals towards Hispanics/Asian and Pacific Islanders and males
- Continue to work with EEO to recruit for an accounting Co-Op student from the University of Puerto Rico.
- Continue to work on the implementing the actions from the Culture initiative.
- Recruit for a summer accounting intern from Howard University.
- Continue to hire stay in school students, from Eleanor Roosevelt High school.
- Continue to communicate news regarding the NSSC activities to RFO employees. Will continue to place employees on developmental detail assignments. Participation will continue with NSSC planning activities, including the Transition Team.
- Participation will continue in the DDP sessions.
- Participate in Goddard Day activities.
- Continue to have an active Diversity Council.
- Implement and complete reorganization of CFO to establish a Policy and Standards Office, and expand the Program Analysis Office and the Financial Systems Office.
- Establish and implement a Code 150 Diversity Plan.

Code 180 Independent Verification and Validation (IV&V) Facility

Accomplishments for 2004

- Became a member of the Diversity Advisory Council October 2004
- Participation in Goddard's diversity activities
 - Celebrate Goddard Day
 - Mini QWL expo held at IV&V June 2004
 - Member of the QWL Committee
- Created Peer Award Program
 - Nominations accepted and awarded on a biannual basis
- Held IDP training via VITs for employees

Areas for Improvement

- Telework Program
 - How directorate can make it accessible for employees

Plans for 2004

- Continue to embrace NASA's and GSFC's diversity strategies
- Diversity education & outreach to directorate
 - Educate employees on the importance of teamwork, respect and inclusion
 - Facilitate deeper understanding of diversity issues

Code 200 Management Operations Directorate

Accomplishments for 2004

- **Developmental Opportunities**
 - Provide development assignments for formal details/rotations for employees
 - Participation in mentoring program
 - Mentors (4); Mentees (4)
 - Participation in Leadership Programs (PMDE, Leadership Alchemy, Leadership Development Program, SESCO, Advanced Leadership Program, Professional Intern Program)
 - Goddard Opportunity Bulletin Board (GOBBS) -- pilot Co-Lead with Code 500
- **Awards and Recognition**
 - Conducted Award Ceremonies
- **Provided Coaching and Motivational Speeches**
 - Roger Mellot briefed all MOD employees on Customer Service and Balancing Work/Family Life
 - Conducted a facilitated MODBOD retreat
- **Conducted Panel Interviews**
 - Debriefs regularly offered
 - Follow-up opportunities
- **Conducted general staff meetings in the Divisions**
 - Held Brown Bag Open Dialogue sessions after the general staff meeting
- **Diversity Activities**
 - Participation in DDP
 - Participation in Celebrate Goddard Day activities
 - Participation in EO training for supervisors
 - Participation in ADR training for supervisors
 - Representation on the Center's Advisory Committees
- **Quality of Work Life**
 - Flexible Work Schedules
 - Telecommute; AWS; Part-time
- **Metrics**
 - Reviewed and assessed Directorate Metrics (Promotions, Awards, Other Statistics) with follow-up actions assigned, when appropriate
- **Other**
 - Participation in Women of MOD (WAC sponsored activity)
 - Reviewed and analyzed supervisory feedback data and identified themes
 - Career Development Working Group Open House
- **NSSC Transition**
 - Transition Specialist position was established to assist the Grants Staff with the NSSC Transition; Transition Specialist meets with staff regularly to share NSSC updates
 - Staff attends training and information briefings to assist in the transition

Plans for 2005

- Participate in Celebrate Goddard Day activities
- Continue outreach to employees
- Continue participation in the DDP
- Publish Career Development newsletter
- Update and offer METS

Code 300 Office of Systems Safety and Mission Assurance

Accomplishments for 2004:

- Utilized Behavioral Sciences team to identify critical behaviors for success and barriers to success. Will utilize as part of Directorate response to culture change
- Achieved 85% participation level for Directorate participation in DDP
- Provided developmental assignments via formal details/rotations
- Active Telework Program
- Developed master list of development directorate training (MEP, GLES, etc.)
- All job openings were conducted with full and open competitions, including “high potential” lateral transitions.
- Implemented 2004 plans
 - Directorate peer award program
 - Broad dissemination of staff notes, teaming opportunities
 - Open door for IDP/career planning
 - Trained supervisors in new Flexible Work schedule and teleworking
 - Quarterly All Hands

Areas for Improvement:

- Internal mentoring program
- More active Directorate Diversity Council

Plans for 2005:

- Continued participation in Center and Agency diversity training
- Maintain a more active Directorate Diversity Council

Code 400 Flight Programs and Projects Directorate

Accomplishments for 2004

- Established new hiring procedures requiring all opportunities to be advertised either through ROB, CCP, or GOBBS; diverse panels to be used for all selections.
- Implemented tracking of demographic metrics
- Continued Standing Awards Committee for Directorate
- Continued informal Mentoring Program with 30 Mentors and 12 Mentees
- Continued to offer Expert Practitioner resources
- Continued Critical Path Newsletter (highlights employees in the Directorate; Cultural Tidbits)
- Changes for new PMDE process approved
- Another highly successful and popular Celebrate Goddard Day booth
- Supported the Center EEO Office's Summer Internship Program by supporting recruitment efforts targeting underrepresented groups and by providing summer internships (across 400) for Business students
- Supported Hispanic Heritage Month activities, including coordinating Paella Night and Cinco de Mayo events
- Provided STP/LWS Education and Public Outreach products and programs to underrepresented communities, including teacher training/workshops, in-school K-12 programs targeting underrepresented schools and school systems, and are in the process of developing products targeted to people with disabilities
- Established bilingual STP/LWS E&PO Web Site in English and Spanish
- Continuing participation on the external advisory panel for the STEM (Science, Technical, Engineering, Math) programs at Prince George's Community College. Most students who participate are minorities
- Continued to support Creative Learning Group
- Formed team to analyze Culture Survey Results (Center Survey)
- Identified Deputy Director for Resources as Champion for ALP
- Participated in Diversity Dialogue Project
 - 3 Code 400 employees served as DDP Facilitators for Greenbelt—two of these volunteered to facilitate the Greenbelt/WFF group also
 - 1 Code 400 employee received training to become a DDP Facilitator
 - 18 employees attended Phase F and G (9 each session)
- Represented on GDAT Committee
- "Honoring Diversity" Peer Award Presented to two supervisors
- Conducted TWI sessions for supervisors in early March

Plans for 2005

- Roll out the revamped PMDE program
- Implement mandatory participation in DDP for PMDE class
- Begin to use new demographic data and the recent WAC report on impediments to women in Code 400 leadership positions to improve diversity in FPPD
- Leadership Dialogue Pilot—to be included as part of PMDE
- Revise the FPPD Diversity Web Site to be current and ensure it remains so
- Continue to evolve the Code 400 Diversity Strategic Plan to meet current needs
- Continue to encourage participation in DDP
- Continue to support management in TWI sessions

Code 500 Applied Engineering and Technology Directorate

The 2004-2005 AETD Diversity Council continues its commitment to working with AETD Management in cultivating and maintaining a work environment that ensures all of its employees are valued, respected, included, equitably treated, and able to fully contribute to AETD's mission. This term's goals were to continue impact by leveraging existing and new efforts across GSFC and AETD, make diversity relevant to all AETD staff through tangible improvements on key work life issues, improve clear and effective communication within the AETD community, ensure data from past and future surveys is utilized to inform efforts in promoting diversity, utilize training and education to ensure understanding of diversity and inclusion, and heighten awareness of targeted diversity concerns to ensure they are raised and addressed.

Accomplishments for 2004

- Updated AETD Diversity Management Policy
- Supported Celebrate Goddard Day with dunk tank and skit
- Supported Center's Diversity Council and Quality of Work Life (QWL) Committee
- Created a AETD Diversity Council Logo
- Created a list of suggested videos for all of AETD to gain an understanding of diverse cultures and inclusion of its workforce
- Met with other diverse organizations to gain knowledge and possible opportunities to work to help each other's activities. Presentations were made by the Women's Advisory Committee, the African American Advisory Committee and the Asian/Pacific Americans Advisory Committee
- Reviewed status of the Council's 2002– 2003 AETD Diversity Action Plan recommendations that were given to AETD Management
 - Drafted recommendations for AETD Communications Policy

Plans for 2005

- Revise Diversity Council agenda to focus on items that are driven by the business case for diversity.

The 2004-2005 AETD Diversity Council term's members included Co-chairs Dennis Small/584 and Yolanda Williams/547, Champion Bruce Butterworth /500, Kathi Thomas/586, Michael White/565, Theresa Stevens/593, Randy Hedgeland/545, Sharon Straka/545, Ed Stevens/546, Yolanda Williams/547, Stanley Wojnar/540, Kathy Jenkins/549, Mark Baugh/556, Kenneth Dearth/567, Osvaldo Cuevas/595, Felipe Flores-Amaya/595, David Tracewell/595, Mark Woodard/595, Carlos Gomez/581, Donna Schimming/584, Esther Woodward/584, John Donohue/584, Robin. Pfister/586, Michael White/566, and Lisa Hoge/582, Stanley Wojnar/549, Mark Baugh/549, Philip Luers/561, William Reaves/568, Robert.J.Lutz/586, Monica Montague/504, Elizabeth Matzinger/542, Art Maples/550, Hossin Abdeldayem/554, Chan Park/503, Tonjua Hines-Watts/586, Lewis Means/555, Susie Strege/582, Syed Ameen/563, Mark Branch/549, Steven Cooley/595, Enidia Santiago-Arce/544, Farhad.Tahmasebi/543, Cynthia Adams/584, Eve Wooldridge/545, Ansel Collins/545

Code 600 Science Directorate

Accomplishments for 2004

- Climate for Women Scientists Study, ongoing work as a result of the American Physics Society (APS) study.
- CLG activities supported but not necessarily limited to Code 900 personnel. All are focused on creating a better work environment for all:
 - Compassion fatigue
 - The courageous follower
 - Playing in the space of uncertainty
 - Creating possibilities and breakthroughs
 - Communicating for results
 - Setting intentions and opening up to new possibilities
 - The four agreements
 - Blink: the power of thinking without thinking
 - If women are from Venus and men are from Mars, what can we do about them here on Earth?
 - Imaginiff (board game)
 - Learned Optimism
 - Accessing the wisdom of the group through focused dialogue
 - Is Power Point the Enemy of Thought?
 - Feng Shui for the office environment
- Participated in Celebrate Goddard booth

Plans for 2005

- Investigate best ways to construct a directorate diversity committee.
- Women's Knowledge Sharing Workshop to be held in April 2005 -- rescheduled from an earlier date.

Code 800 Suborbital and Special Orbital Projects Directorate

Accomplishments for 2004

- Code 800 Diversity working Group Energetic team led by Judith Vucovich
 - Collected and presented to Directorate Management Metrics from Code 800 Diversity plan for 2004.
 - Diversity training - 80% participation
 - Mentoring training - 66% participation
 - Informal opportunities - 81% participated in 1 or more teams
 - Based on metrics and presentations modified the Directorate Plan for 2005 and obtained buyoff from all supervisors.
 - Call out for new members (3 continued , 4 new were added)
 - Performed Diversity training for Code 800 organizations
- Mentoring (WFF specific Program)- Supported by Director of
 - 12 formal relationships
 - Many informal
 - Added as needed mentors
- DDP participation encouraged- For past year only cross campus DDP's have occurred no WFF only sessions.
 - Points for discussion from the last DDP were presented to directorate management and Deputy Director (EAP person availability at WFF, OHR presence at WFF, Lack of awareness and support for disabilities at WFF).
- Discussed GOBSS with supervisors- opportunities are circulated to all employees
- 78% of the Directorate employees utilize alternative work schedules
- 7 New Hires- 1 minority male, 2 minority females, 1 non minority female,
- Code 800 Career development plan was started
- FWP- Women Of Wallops- Had a very successful year
 - Employee profiles, Panel Discussions, WOW day activities, support of Toastmaster Club, Nationally Known speakers (Mary Pratt)
 - Brown bag series- financial management, professional development, health, education and, last but not least Chris Scolese on Diversity
- Multiple training opportunities at WFF including, Prevention of Sexual Harassment training built around WFF needs based on survey inputs.
- Highly successful American Heritage Week and Celebrate Wallops day.
- Wallops Forum for a Changing a Workforce (WFCW) worked several items
 - Accommodations for persons with disabilities.
 - Action plan from Cultural Survey

Areas for Improvement:

- Addressing of all actions from Cultural Survey
- Involvement of more than Civil Servants in Diversity Working group.
- WFCW has become dormant (ran out of energy).

Plans for 2005

- Continue Directorate Working Group. Focusing on career opportunities as theme.
 - Support Forum on Religious Diversity at WFF
 - Develop and distribute flyer on our diversity plan to employees
- Complete Code 800 Career Development Plan.
- DDP –In next Cycle include WFF only group- Continue cross campus group
- WFF Diversity Group? Would probably evolve out of WFCW
 - Discussed with Directorates represented at WFF, have a general agreement